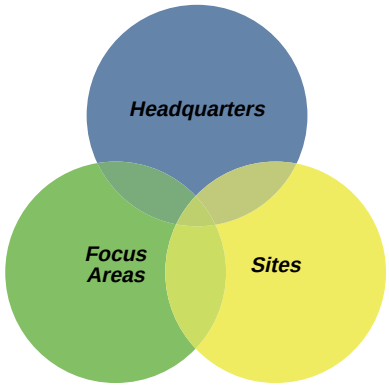
3. MANAGEMENT STRUCTURE AND PHILOSOPHY

The major organizational elements that execute the Office of Science and Technology Program are Headquarters, the Focus Areas, and the Sites. The OST management philosophy, in simplest terms, is to distribute management authority and responsibility to these OST organizational elements in the manner that most effectively achieves the following objectives:

1. Vests management authority in those closest to the solution providers,
2. Facilitates smooth transition from research to development to deployment,
3. Maximizes integration and teaming, and
4. Minimizes the distance, in technological and operational space, between the solution developers and providers and the end users.

The focus area management structure has evolved based upon this management philosophy. This management structure, called the focus area centered approach, vests the authority and responsibility in the focus areas to plan and execute research and development activities once approved by headquarters. In this focus area centered approach the focus areas directly interact with both the solution providers and the end users and facilitate an interface and communication between them.

The OST headquarters management team has also been structured to implement this management philosophy. The OST research and development programmatic responsibilities are assigned to the Offices of Basic and Applied Research, Technology Development and Demonstration, and Technology Applications, creating a single point of contact and coordination for research, development and deployment activities. This structure places emphasis on completing each phase of science and technology maturation and on transitioning research and development activities from one phase of maturation to the next, as illustrated in Figure 3.1. The single point of contact and coordination at each phase is also important to ensure that the increasing number of constituents and factors that are introduced at each phase of the technology maturation process are incorporated and addressed. These include the end user and identification of needs at the research phase; plus assessment of technology maturity and potential end user involvement, associated environmental, safety and health (ES&H) risk, and cost effectiveness at the development and demonstration phase; and finally adding stakeholder and regulatory acceptance and operational viability or utility at the deployment phase.



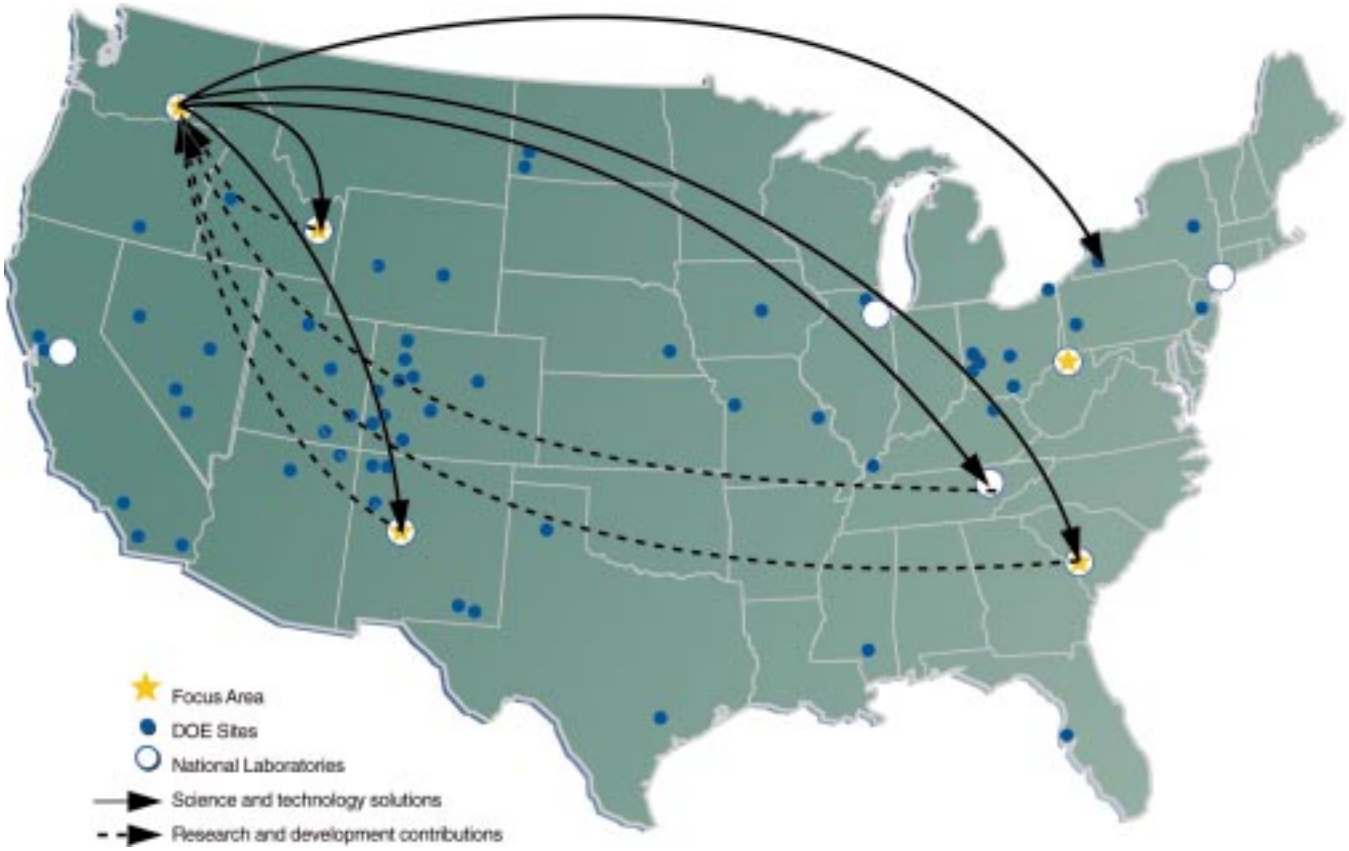
OST Program
Organizational Elements

Figure 3.1 A team approach for managing technology development and maturation

3.1 Overall OST Organization

The OST management structure and philosophy is responsive to several significant organizational characteristics of DOE. The Department is composed of a set of diverse and widely geographically distributed sites, illustrated in Figure 3.2. These sites vary in size and basic mission. The sites have both common and unique expertise and capabilities and encounter both shared and unique science and technology needs and problems in completing their missions. The problems encountered across the complex have been grouped into five main problem areas. For each problem area EM has assigned a focus area, which is located at a site that has an emphasis on that set of problems and which also has a critical mass of expertise and knowledge for addressing those problems. The site primarily associated with a given problem area has taken corporate responsibility for managing the focus area as a national resource for that problem area. A focus area has been established at each problem area "host" site to plan and execute the research and development to provide solutions for the problem area science and technology needs.

Figure 3.2 An illustration of distribution and interaction of focus areas and sites across the DOE complex using Tanks Focus Area as the example



The focus area approach is illustrated in Figure 3.2 using the High-Level Waste Problem Area and the Tanks Focus Area (TFA) as the example. Hanford is the host site for the TFA, which manages the high-level waste problem area research and development activities for the DOE complex. The solid arrows illustrate that the TFA develops science and technology solutions and makes them available for sites across the complex. The broken arrows illustrate that research and development is conducted by laboratories across the complex, contributing to the resources managed by the TFA. Headquarters provides a framework that enables the focus areas and sites to plan and execute research and development activities. In this management structure the major responsibilities of the three organizational components are:

- Headquarters–policy development, guidance, program analysis/oversight, setting priorities, reporting, and program approval;
- Focus Areas–planning, directing, and managing the implementation of the OST research and development program; and
- Sites–science and technology needs identification and science and technology solution implementation by end users, and OST work scope performance by technology developers.

The three organizational components are comprised of a number of elements that carry out various aspects of the responsibilities outlined above. The functional organization and relationship of the headquarters, focus area and site elements are illustrated in Figure 3.3. It is important to note that this organizational structure places the focus area

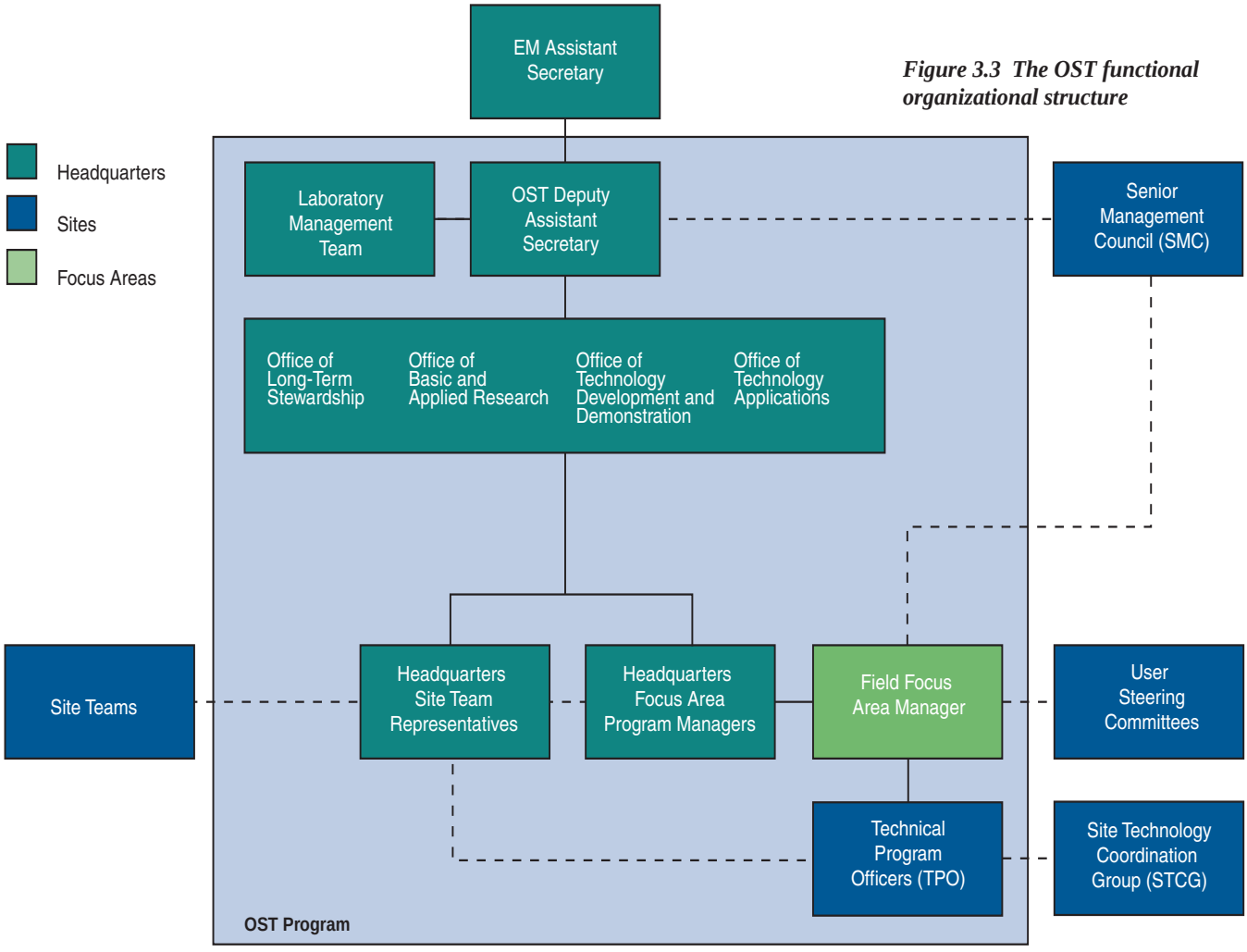


Figure 3.3 The OST functional organizational structure

responsibility for planning, directing and managing the OST research and development program where there is the strongest and most direct interaction with the end users. A detailed discussion of the various organizational elements identified in the figure is presented in the following section.

The success of the OST program depends upon effective communication and integration with the EM cleanup activities, that is, with operations at the sites. This is facilitated by the OST functional organizational structure in several ways. OST site team representatives serve on EM headquarters site teams, providing direct interaction and communication with operations. The Senior Management Council provides a high-level site perspective, integrated to provide a corporate view and input to OST. The User Steering Committees are structured to provide an integrating, complex-wide perspective to the focus areas. The User Steering Committees provide a vehicle to interface with the EM Office of Integration and Disposition to ensure that science and technology needs and solutions are identified and deployed at a complex-wide as well as a site-specific level.

3.2 Headquarters Organizational Component

The Headquarters component of the OST management structure is organized in a hierarchical manner in support of the typical headquarters functions and in a matrix to coordinate with other components of OST. Administrative functions are performed in the traditional manner in this structure. As described earlier, the OST program is divided into four major components based on three phases of technology maturation plus the science and technology aspects of cleanup completion and long-term stewardship. In addition, a laboratory management function exists in parallel with these major programmatic elements. An OST Office Director is responsible for each of the major program elements. However, in order to ensure that these program elements are effectively coordinated and integrated, the Office Directors function as a management team to perform the headquarters management activities of policy development, guidance, program analysis and oversight, priority setting, and reporting.

Headquarters Management Team

The headquarters management team functions as an OST corporate entity, delegating responsibility and authority to the focus areas for research and development planning, performance and implementation. It also interacts with site operations as a corporate entity. However, to ensure that communication and accountability is clear and straightforward, a single point-of-contact and line of accountability has been established. A headquarters focus area program manager has been established for each focus area and is the liaison between the focus area and the management team. Similarly, an OST site team representative serves on each EM site team, providing the liaison between EM operations and OST management.

Headquarters staff members fill multiple roles in order to implement the management team approach. As staff members in each individual office they perform the traditional roles of business management, data analysis, review and reporting for the program element represented by that office. However, they are also matrixed out of the program office to perform other functions, such as a Headquarters Focus Area Program Manager, a Site Team Representative, or as a member of a headquarters communication, safety, or laboratory management team.

The OST Management Team is chaired by the Associate Deputy Assistant Secretary and is composed of the four OST Office Directors, the leaders of the Deployment Assistance and Infrastructure Support Teams (both located within the Office of Technology Applications), the Laboratory Management Team lead, and the OST Executive Assistant (from the Deputy Assistant Secretary's office). The management team approach organizational

Figure 3.4 The headquarters management team organization structure

structure is illustrated in Figure 3.4. Detailed descriptions of roles and responsibilities of the management team are presented in Table 3.1 at the end of this chapter. The programmatic responsibilities of the offices are described below.

The Office of Long-Term Stewardship establishes policy and guidance to ensure the protection of human health and the environment as EM sites are closed, facilities are stabilized, or waste is disposed of or treated. It is also responsible to ensure that the science and technology needs of long-term stewardship are identified and integrated into the OST research and development program. In compliance with a 1998 Settlement Agreement, this office is also responsible for developing and maintaining a database and tracking system for all DOE waste, contaminated facilities, media, and materials.

The Office of Basic and Applied Research is responsible for developing a research agenda that provides innovative approaches, technologies, and knowledge to clean up EM sites, reduce risk to workers and the public, and meet regulatory requirements. The work sponsored by the Office of Basic and Applied Research ranges from broad fundamental research, such as that supported by the DOE Office of Science, to needs-driven technology required by sites and supported by EM.

The Office of Technology Development and Demonstration is responsible for overseeing the engineering development and demonstration of the technologies sponsored by the OST program. It develops policy and guidance to ensure that the best available applied

research is transitioned into an effective technology development program, out of which fully developed and demonstrated science and technology solutions will result. This office is responsible to ensure that developed, demonstrated products are strongly aligned with end user needs, are fully documented, are readily deployable, are acceptable to regulators and stakeholders, and are available in a timely manner.

The Office of Technology Applications fosters partnerships and creates opportunities to accelerate the application of new technologies to solve EM problems. This office develops initiatives, policies, and procedures that assist the widespread use of newly developed technologies as well as provides broad support to technology assistance activities. Additionally, the Office of Technology Applications provides OST with the infrastructure necessary to support efficient operation, coordinating and integrating activities within the EM corporate structure, and reporting OST performance and accomplishments.

Laboratory Management

The headquarters organization includes a Laboratory Management Team. The EM Assistant Secretary, as the Cognizant Secretarial Officer, has delegated responsibility to OST for formulating policy and providing oversight for EM's four laboratories. The laboratory management team is responsible for ensuring that the EM laboratories support the overall EM mission and facilitate resolution of complex-wide concerns, both as individual institutions and as collective science and technology resources.

Headquarters Site Team Representatives

EM has established teams at each site that span the full range of cleanup-stewardship activities at that site. The site teams address all technical and programmatic aspects of site cleanup, closure and long-term stewardship. They help resolve issues and provide crosscutting and integration perspectives to site functions. They represent a critical interface to EM operations activities and identification of science and technology needs. The OST representative to the EM site team provides a direct linkage between the site teams and OST. This linkage is the vehicle by which OST gains the information and connectivity to effectively provide science and technology to support the sites in completing the cleanup-stewardship activities. The representative serves as OST's principal liaison with the site team and participates in team and OST activities as necessary to ensure that science and technology needs and activities at the site are discussed and raised to management's attention where appropriate, so that OST provides effective support to the site in its cleanup-stewardship activities. Internal to OST, the site team representatives work directly with the focus area program managers to ensure effective communication of site-specific and focus area issues. The roles and responsibilities are outlined in Table 3.1.

Headquarters Focus Area Program Managers

A headquarters focus area program manager is assigned to each focus area to aid communication between the focus area and the OST management team and to represent the focus area in headquarters activities. The program manager serves as OST's principal liaison with the focus area, communicating information on OST management policies and practices to the focus area and any focus area issues relative to these to OST management, and reports activities of the focus area to OST management so that OST support to EM cleanup-stewardship activities is as effective as possible. The headquarters focus area program manager works with the OST site team representatives to resolve site-specific issues. The roles and responsibilities are outlined in Table 3.1.

Headquarters Environmental Management Science Program (EMSP) Program Managers

An EMSP program manager is identified and assigned to each focus area. They are responsible to facilitate communication between the Office of Science, research investigators, the field focus area managers, and site managers to ensure that the program is responsive to the needs of EM. The program manager conducts strategic planning and program implementation in partnership with the Office of Science and with the OST focus areas to develop and maintain a targeted research agenda for environmental management problems. The program manager reports activities of the EMSP to OST management so the OST support of EM cleanup and long-term stewardship activities are as effective as possible. The roles and responsibilities are outlined in Table 3.1.

3.3 The Focus Area Organizational Element

The focus area centered approach is the pivotal feature of the OST management approach. The focus areas were established to manage national research and development activities that will provide solutions for the problem area with which they are associated. The site at which a focus area is located is typically a site that owns a major portion of the problems within the problem area. However, in taking responsibility for the focus area, the site also takes responsibility for the problem area across the complex. The five problem areas, focus areas and the associated sites are identified in Figure 3.5.

At each DOE field site that hosts an OST focus area, the focus area is housed within the structure of the field organization. The focus area is administratively accountable to the manager responsible for EM activities at the site. Programmatically, the focus areas are accountable to the appropriate headquarters focus area program manager. The Science

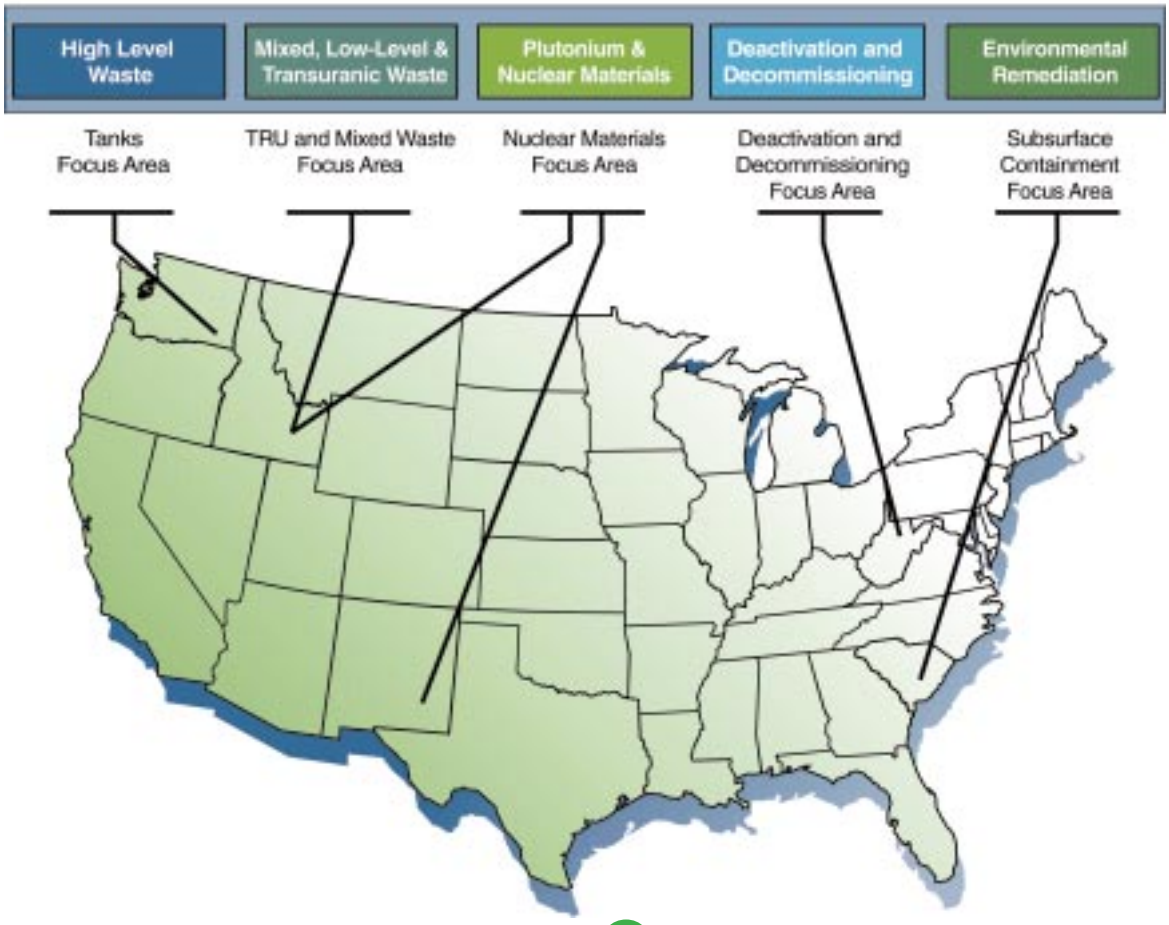


Figure 3.5 The problem areas and related focus areas across the DOE Complex

and Technology Senior Management Council (SMC) has been organized to ensure that this dual reporting aspect of focus area management functions smoothly. The SMC consists of the key field organization managers to whom the focus area leads administratively report and serves as an important advisory group to OST headquarters management.

The focus areas plan, direct and manage research and development activities that provide solutions to the science and technology needs identified in their problem area. The basic planning, implementation and deployment cycle is illustrated in Figure 3.6. The sites identify science and technology needs. The focus areas facilitate analysis of the needs and definition of the requirements that potential solutions must possess. They fund research and development activities spanning the spectrum from basic research to technology application to provide solutions to the site needs. The focus areas employ and coordinate the best available resources of the national laboratories, industry and academia to perform the research and development activities to implement the technical responses. As solutions are developed, the focus areas help ensure that they are deployed at all applicable sites.

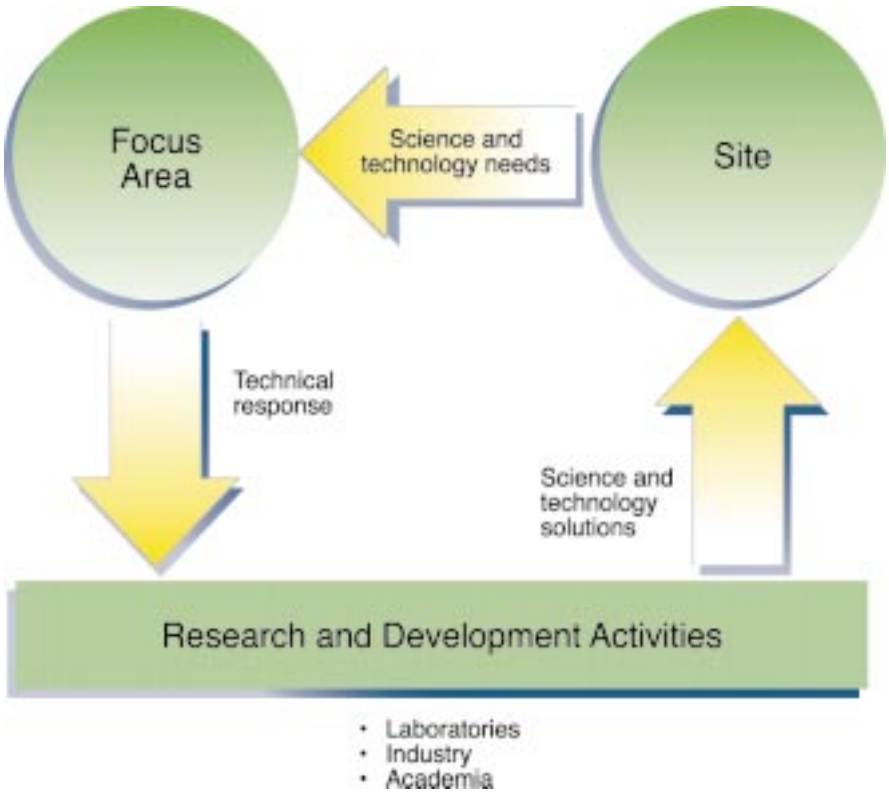


Figure 3.6 The basic focus area planning-research-deployment cycle

The OST headquarters program holds the focus areas accountable for the authority and responsibility that has been delegated to them by requiring a set of deliverables as discussed in Chapters 4 and 5. The headquarters program describes a set of deliverables expected from the focus areas, but does not prescribe how the focus areas are to develop the deliverables. These deliverables describe how the focus area will develop, manage and evaluate their program. The deliverables also provide necessary input to headquarters functions such as budget formulation and submission. Finally, the deliverables establish the basis and information for evaluation of the focus area program progress and performance. Each focus area is to submit a management plan describing how they will manage their research and development program.

Focus Area Management Team

Though the focus area management team structure is not rigidly prescribed and may vary somewhat among focus areas, some elements are common to all focus area management teams. Each focus area team consists of a field focus area manager, supporting staff, and a focus area lead laboratory. The focus area program is generally composed of multiple program elements or product lines. Product lines are supported by end user-developer-vendor teams, called product or management teams, to coordinate the development of the product and ensure it is compatible with the original needs. The focus area also is directly interfaced to the end user through a User Steering Committee. Figure 3.7 illustrates the basic organization of the focus area team approach.

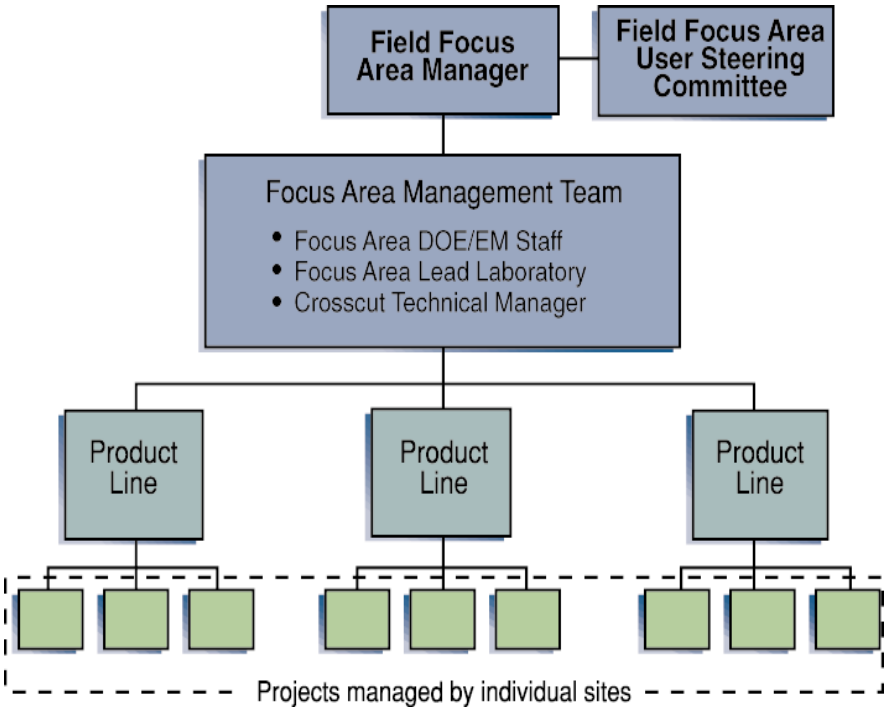


Figure 3.7 The focus area management team structure

Focus areas coordinate and facilitate complex-wide research and development planning and execution. They provide continuity and integration between science and technology developers, the vendor community, and end users throughout the technology maturation process. The focus areas work with site programs and project staff to identify needs and with technology developers to develop technical responses to meet those needs, providing liaison between cleanup project managers and solution providers. OST has developed the programmatic requirements necessary for the successful implementation of the OST focus area centered approach. The detailed roles and responsibilities are described in Table 3.1 at the end of this chapter.

Focus Area Lead Laboratories

A focus area lead laboratory serves as a scientific and technological resource to the focus area problem area. The integration of lead laboratories into the focus areas ensures a strong technical foundation for interactions between the focus areas and the technology end users.

Focus Area User Steering Committees

The focus area user steering committee, comprised of senior end user representatives from headquarters and the field, represents the site end user's perspectives and provides a national program perspective to the focus areas and to EM line program managers. Focus area user steering committees enhance programmatic integration and ensure adequate interaction and linkage of OST programs with the needs of the end users. These committees provide a critical linkage between the focus areas and EM operations activities executing the cleanup-stewardship mission. They approve the focus area MYPPs.

Focus Area Crosscutting Activities

There are several major science and technology categories that are common to or crosscut most or all of the problem areas. These have been developed as centers of expertise and support the focus areas. The three crosscutting centers of expertise are robotics, efficient separations and characterization, and monitoring and sensors. Each center of expertise is managed by the focus area assigned to the site at which the center of expertise resides. However, all the focus areas use the centers of expertise as resources to support focus area activities.

In addition to the crosscutting centers of expertise, the focus areas also utilize crosscutting programs that provide science and technology support. These crosscutting programs include the EMSP, University Programs and Industry Programs. Industry Programs specializes in identifying private sector capabilities to provide solutions to EM needs and in implementing competitive procurement of private sector research and development projects and selected services. The focus areas use industry programs to ensure that private sector companies, including small businesses, are able to compete within the DOE market and deploy innovative, cost-effective solutions while concurrently supporting the advancement of U.S. industrial competitiveness. Industry-government partnerships formed in this manner potentially provide significant benefits to the DOE cleanup effort.

University Programs specializes in placement and management of contracts or grants at universities to perform crosscutting activities. This provides access to university capabilities that are particularly well suited to specific problem areas and thus uses the intellectual and analytical expertise of academia to address needs identified by the focus areas. Applied research and development studies that assist technology organizations in developing their technologies are emphasized.

3.4 The Site Organizational Component

The sites represent both the reason for the OST mission and means of accomplishing it. OST research and development activities are conducted in order to provide science and technology solutions for the problems encountered by the EM site cleanup-stewardship activities. The sites also represent the major resource OST employs to accomplish this mission. The focus areas and headquarters must effectively interface with both aspects of the site in order for the OST research and development program to succeed. The sites provide the project management and support required to carry out the OST program. The

Technical Program Officers (TPOs) provide the management linkage to the technical resources to perform the research and development required to provide the science and technology solutions. The sites also contain the key to end user involvement and cooperation. The site teams, the site technology coordination groups, the focus area user steering committees and the Senior Management Council provide site and complex-wide perspectives on the science and technology needs and can facilitate the integration and deployment of science and technology developed by the OST program.

Senior Management Council

The Senior Management Council (SMC) was established by the Deputy Assistant Secretary (DAS) for Science and Technology to provide senior level integration guidance and communication among headquarters, focus areas, and field organizations to maintain a user-driven, focus area-centered EM science and technology program. The SMC functions as senior advisors to the headquarters management team. The SMC is comprised of the DAS for Science and Technology and the field office assistant managers with programmatic responsibility for a focus area.

Technical Program Officers

The Technical Program Officer (TPO) at a site is the single administrative point of contact for all OST activities being performed at that site. The TPO is the financial administrator and manager for all projects at the site, regardless of where the focus area is located that developed the project. The TPO is also the administrative and management link from the principal investigators of the project back to the focus areas. Based on the PEG and TTP provided by the focus area, the TPO administers the project, identifies and manages all business-related issues, and reports project performance to headquarters through IPABS and quarterly business reviews and reports. The functions and activities of the TPO do not, however, preclude or inhibit the direct communication of scientific and technological information and data between the principal investigator of the project and the focus areas and end users. (The National Energy Technology Laboratory (NETL) is an exception in that they do not have a TPO; however; funding to NETL is through a TTP which is administered in an analogous manner to the above discussion.)

Site Technology Coordination Groups

Each site implementing OST program work has established a Site Technology Coordination Group (STCG), responsible for coordinating the identification of site technology needs and supporting deployment solutions. The STCGs serve as the primary interface between the site programs and the focus area teams. Working in conjunction with the focus areas, they help ensure that site technology needs are identified and addressed and that developed technological solutions are implemented.

3.5 OST Roles and Responsibilities

Roles and responsibilities of the headquarters management team and the focus area team must be well defined for this distributed and collaborative OST management approach to be successful. Table 3.1 depicts the major roles and responsibilities for the key organizations that make up the OST management approach.

Table 3.1 OST organizational entity roles and responsibilities

Organization	Roles	Responsibilities
OST Deputy Assistant Secretary	The Deputy Assistant Secretary of the Office of Science and Technology is the OST Program Manager. This individual is responsible for overall program technical direction and successful program execution.	• Manage and direct a national research and development program supporting the EM mission • Establish policy and provide guidance on long-term stewardship • Provide management oversight of DOE's EM laboratories, including institutional planning, policy and processes, and management contracts, to enhance and maintain the overall strength and vitality of the laboratories in contributing to goals of the EM cleanup-stewardship program • Implement corporate performance measures
Senior Management Council (SMC)	The SMC provides senior-level integration, guidance, and communication among headquarters, focus areas, and field offices in maintaining a user-driven and focus area centered EM science and technology program. The SMC functions as a "board of advisors" for OST.	• Ensure science and technology options are considered in EM strategic planning • Provide input to science and technology planning, including activities such as the development of guidance for the implementation of the OST prioritization process, and policy • Review and endorse the OST budget formulation efforts to ensure an optimum and integrated research and development investment portfolio • Develop and champion strategies and procedures for the execution of technology innovation initiatives • Provide input into the evaluation of each focus area's performance and on the overall science and technology program
OST Management Team	The OST Management Team is responsible to ensure research and development is managed and executed in accordance with department requirements. The OST Management Team assignes headquarters program managers for each of the focus areas and EMSP. They are responsible for OST policy, planning, and integration, in conjunction with DOE headquarters program offices regarding technology implementation.	• Carry out OST program management processes • Develop strategic policy and planning • Implement corporate performance measures • Conduct corporate-level strategic planning • Provide oversight of focus area and EMSP MYPPs and annual performance plans • Prepare budget formulation guidance • Perform work package prioritization and prepare the Integrated Priority List • Issue final program execution guidance and initial work authorization approval • Provide congressional request liaison and response
Laboratory Management Team	EM is responsible for formulating laboratory management policy at EM laboratories and providing oversight to ensure effective operations office and laboratory implementation of research and development programs. Within EM, staff level responsibility resides with the laboratory management team in OST.	• Perform specific functions, roles, and responsibilities as described in *Filling the Role of Cognizant Secretarial Officer, A Management Plan for the EM Laboratories*

Table 3.1 OST organizational entity roles and responsibilities (continued)

Organization	Roles	Responsibilities
OST Site Team Representatives	The representative is OST's principal liaison with the site team and participates in team and OST activities to ensure that science and technology needs and activities at the site are discussed and raised to management attention where appropriate, so that OST provides effective support to the site in its cleanup-stewardship activities.	• Obtain agreement between the site team and the OST focus areas and science program, that the science and technology deliverables are consistent with the site needs and schedules • Advocate the site's identified technology needs based on the site schedule to the focus areas through the OST headquarters focus area manager • Advocate focus area technical assistance and perspectives to EM site teams • Communicate the results of EM's science and technology development programs and the potential benefits of specific deployments to headquarters and field personnel • Report to the OST management team and headquarters program managers progress status on technology needs and issues • Prepare and maintain summary information relevant to science and technology needs for the site, technology deployment, benefits from science and technology application, lessons learned from deployment, and identified opportunities for subsequent deployment
Headquarters Focus Area Program Managers	The headquarters focus area program manager serves as OST's principal liaison with the focus area. They communicate OST management policies and practices to the focus area and any focus area issues relative to these to OST management, and report activities of the focus area to OST management. The headquarters focus area manager serves to coordinate and integrate activities and information among the field focus area, the OST site team representative, and the OST management team.	• Support focus area planning and the formulation of headquarters policy and/or guidance related to focus areas • Support analysis and defense of focus area and EMSP budget submissions • Assess program/project progress and status as well as focus area and EMSP operational processes and inform the management team of the result of the assessment • Support preparation of Program Execution Guidance • Communicate focus area and EMSP information and accomplishments from field to headquarters, and headquarters to field • Serve as the advocate for the focus area and EMSP at headquarters, integrating with other EM organizations, site teams, and external agencies

Table 3.1 OST organizational entity roles and responsibilities (continued)

Organization	Roles	Responsibilities
EMSP Field Program Managers	The Environmental Management Science Program headquarters program managers serve as OST's principal liaison between the focus areas and the research investigators to ensure that research progress and results are communicated to the focus areas and to OST managers and reports activities of the EMSP to OST management so the OST support of EM cleanup and long-term management activities are as effective as possible.	• Support EMSP planning and formulation of headquarters policy and/or guidance related to EMSP • Prepare and defend the EMSP budget submission and provide input to focus areas budgets • Assess and communicate program/project progress and status for EMSP with regards to guidance, scope, schedule, cost, and performance • Support Program Execution Guidance preparation and resolve project execution issues • Serve as the advocate for EMSP and focus areas at headquarters, integrating with other EM organizations, site teams, Office of Science, and external organizations • Conduct strategic planning and program implementation in partnership with the OST focus areas and with the Office of Science to develop and maintain a targeted research agenda for environmental management problems • Manage research efforts and coordinate with the OST focus areas and other EM organizations to identify needs and to formulate a responsive program • Prepare competitive solicitations for research awards and ensure that the proposals are peer reviewed for scientific merit and relevance prior to selection • Coordinate with the DOE Offices of Science and Nuclear Energy to ensure that broad fundamental research and applied research enable EM to achieve overall program goals for cleanups • Coordinate EM research activities in support of the Small Business Innovative Research Program and the Strategic Environmental Research and Development Programs • Champion applied research programs
Field Focus Area Managers	Field focus area managers are responsible to ensure investment in a balanced portfolio, from basic science through deployment, appropriate for their specific problem area to meet both near- and long-term needs.	• Champion applied research programs • Provide a central coordinating and facilitating function within OST • Provide continuity and integration with developers, the vendor community, and end users throughout the technology maturation process • Collaborate with each EM line program at headquarters and field sites to jointly plan, budget, execute, and evaluate solutions to EM end user needs • Work with site programs and project staff to identify needs and develop technical responses to meet those needs • Function as a liaison between cleanup project managers and solution providers

Table 3.1 OST organizational entity roles and responsibilities (continued)

Organization	Roles	Responsibilities
Site Technology Coordination Groups (STCGs)	The Site Technology Coordination Groups are responsible for expediting cleanup goals at DOE sites through the deployment of technologies.	• Maintain an integrated, prioritized list of site needs and opportunities for EM technologies to address site problems • Translate and communicate a common set of site needs and opportunities, and planned project activities • Influence focus area and headquarters program prioritizations to include needs and opportunities, provide advocacy for site needs, validate that focus area programs meet site needs and opportunities, and ensure that focus area efforts and the crosscut programs are responsive to site needs and opportunities • Promote information exchange between site technology coordination groups at other sites concerning technology development activities • Ensure that developed technological solutions are implemented by user programs • Provide information on technology performance criteria and specific waste types and quantities
Technical Program Officers	A technical program officer within each field office is the single point of contact for site management of all assigned OST activities. These officers are responsible for project planning and successful execution of activities conducted by the site under OST TTPs and/or subcontracts.	• Perform day-to-day management of OST project scope, cost, quality, schedule, and performance reporting • Encourage and maintain open and ongoing communication with focus area and EMSP program managers, Site Technology Coordination Groups, other DOE operations offices and programs, and local stakeholders, tribal governments, and regulators • Develop, prepare, and formalize approved TTPs for the sites
Focus Area User Steering Committee	Each focus area has a dedicated User Steering Committee to ensure effective integration and linkage of focus area programs with end user needs and cleanup projects. The committee is an active participant in focus area activities that support planning, key issue resolution, and decision making.	• Ensure link between focus area priorities and cleanup project baselines • Support focus area strategic planning • Represent needs of the end user to management • Review and endorse focus area MYPP • Validate focus area internal review board and PEG presentation packages • Represent the national priorities of EM line program offices • Ensure that site needs and requirements are reflected in EM planning activities and documents